

# The Influence of Organizational Learning and Innovation Climate on Innovative Work Behavior, Mediating Role of Learning Motivation

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## ABSTRACT

This study aims to describe the effect of organizational learning and innovation climate on innovative work behavior mediated by motivation for employee learning at PT. Elang Perkasa Motor Padang. The sample of this research is 86 respondents. The research instrument is a questionnaire distributed to respondents. Data analysis using PLS. The results showed that organizational learning had a positive and significant effect on innovative behavior, while the innovation climate had a negative effect on innovative behavior. Organizational learning and innovation climate have a positive and significant effect on motivation to learn. Furthermore, the motivation to learn positively and significantly acts as a mediator between organizational learning and an innovative climate with innovative behavior

**Keywords:** *Organizational Learning, Innovation Climate, Motivation to Learn, innovative work behavior*

## 1. INTRODUCTION

In the situation of the COVID-19 pandemic, the use of a digital approach in performing assets provides satisfactory results, it is certainly a good achievement for all parties. This is one of the best ways to innovate as a company and harness the innovative skills of people to ensure lasting and long-term benefits [2]; [3]; [4]. Innovative work is an action aimed at changing things directly and consciously by creating different conditions [3]. These issues require innovative actions to improve employees with innovative means to improve the current situation. Innovation, on the other hand, helps organizations become sustainable and widely accepted as a key factor in their success. The importance of organizational learning to enable companies to acquire, integrate and apply new and unique knowledge through experimentation, improvement and innovation in the internal activities of the organization.

The research organizational learning conducted by [5]; [6] has a positive impact on the innovative work behavior of employees. The individual, group, and organizational learning is a key driver of organizational innovation. [7] shows that most organizations today are striving to improve their

employees' ability to innovate. Innovation can be new knowledge, or new products, processes, marketing, and management techniques that result from a combination of existing and new knowledge.

Innovative climates such as innovative work environments also influence the formation of innovative work behaviors. [8] revealed that the organization's climate for psychological security is another factor for employee innovation. Based on research conducted by [9]; [4] demonstrates that innovative work environments and conducive organizations will create innovative employee behavior.

Individual, group, and organizational learning is a key driver of organizational innovation [3]. People involved in discovery need to have qualities such as creative thinking, prudence, problem-solving, independence, and self-discipline. Organizational learning is a process of adding value to the knowledge that creates the work of innovative workers, as it emphasizes that knowledge acquisition is a fundamental input of the organization [7]. "Learning is essential to creativity, and creative behavior to generate ideas is a stepping stone to innovative work behavior in accepting and executing

useful ideas[10]. Employee decisions about innovative behavior are influenced by learning motivation” [11].

**2. HYPOTHESIS**

- H : Organizational learning has a positive and significant impact on innovative work behavior
- H2 : Climate for innovation has a positive impact on innovative work behavior
- H3 : Organizational learning motivates employees to learn positive and significant impact
- H4 : Climate for innovation has a more positive and significant effect on employees' learning motivation
- H5: Learning motivation has a positive and significant impact on employees' innovation behavior
- H6 : Learning motivation as an intermediary has a positive and significant impact on organizational learning with innovation Employee behavior
- H7 : Learning the motivation for intermediary to have in employee's innovative work behavior is innovation Has a positive and significant impact on the environment

**3. METHODS**

The sample in this study was an employee of PT. Elang Perkasa Motor Padang numbered 86 people. In this study, the sampling technique used is saturated sampling. The authors selected the sample using saturated sampling techniques because the relatively small population was below 100.

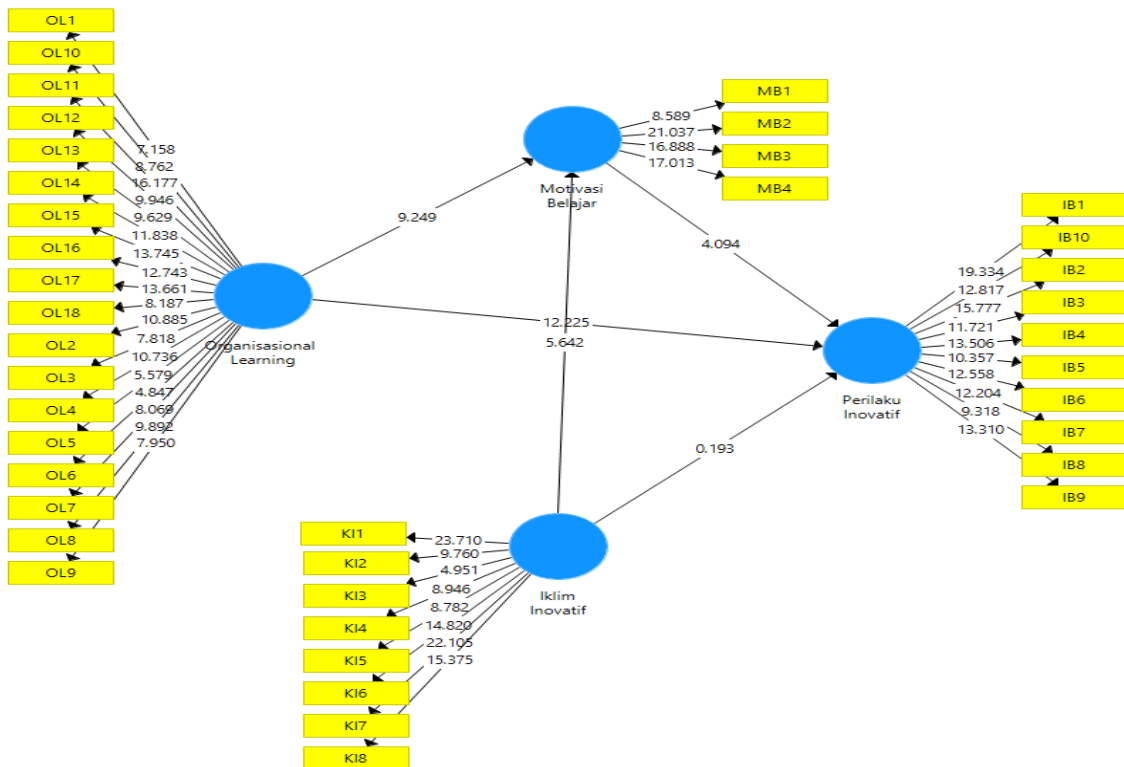
**4. RESULT**

From the number of questionnaires distributed to all employees, questionnaires that returned up to a predetermined deadline of 86. Thus, the number of questionnaires that can be used in data analysis is 86 respondents. In conducting this data analysis, researchers used the help of PLS programs.

**Table 1.** AVE, Cronbach’s Alpha, Composite Reliability

Statement Item	AVE	Cronbach Alpha's	Composite Reliability
<b>Innovative Behavior</b>	0,55	0,88	0,90
<b>Climate of Innovation</b>	0,59	0,76	0,80
<b>Motivation to learn</b>	0,50	0,92	0,94
<b>Organizational Learning</b>	0,57	0,91	0,91

Based on Table 1. Obtained the validity value of the indicator seen from the Loading Factor (LF) value is already above 0.5. Based on the rule of thumb, the LF value of the indicator  $\geq 0.5$  is said to be valid. Based on the results of the print out command Calculate PLS Algorithm has not found an indicator that has a loading factor value  $\leq 0.5$ . Based on Table 1, the AVE values of all variables are already above 0.5. Based on the result it is said that all variables are valid.



**Figure 1.** Inner Model

To evaluate the study model, a bootstrap technique was applied and

to 5000 samples were randomly sampled using surrogate with a 95% confidence level (Hair et al., 2014).

**Table 2.** Hypothesis Test Table

No.	Hypothesis	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
H1	Organizational Learning → Innovative Behavior	0,685	0,699	0,055	12,387	0,040
H2	Climate of Innovation → Innovative Behavior	-0,011	-0,011	0,056	0,197	0,244
H3	Organizational Learning → Motivation to Learning	0,592	0,600	0,064	9,230	0,000
H4	Climate of Innovation → Motivation to Learning	0,356	0,352	0,063	5,631	0,000
H5	Motivation to Learning → Innovative behavior	0,306	0,292	0,074	4,146	0,000
H6	Organizational Learning → Motivatioan to Learning → Innovation Behavior	0,181	0,175	0,048	3,787	0,000
H7	M Climate of Innovation → Motivation to Learning Innovation behavior	0,109	0,102	0,031	3,570	0,033

## 5. DISCUSSION

The results of the first hypothesis test are positively marked,  $\beta = 0.040$  ( $p < 0.05$ ),  $t$  (C.R) = 12.387. These results demonstrate that systematic learning has a positive and significant impact on the innovative work behavior of PT Elang Perkasa Motor Padang employees. In short, the more organizational learning, the better the innovative work behavior of PT Elang Perkasa Motor employees. The results of this study are in line with the results of research conducted by [5]; [12] Organizational learning has a positive influence on the innovative work behavior of employees.

The results of the second hypothesis test are negative marked,  $\beta = 0.244$ , ( $p > 0.05$ ),  $t$  (C.R) = 0.197. These results prove that the climate for innovation negatively affects the innovative behavior of employees of PT Elang Perkasa Motor Padang. This means that the better the climate for innovation has no effect on employees' innovative behavior. This research is back to the research conducted by [9]; [4] demonstrates that innovative work environments and conductive organizations will create innovative employee behavior. A well-organized work environment and organizations that provide learning to employees support increasing innovation.

The third hypothesis test result is positively marked,  $\beta = 0.000$ , ( $p < 0.05$ ),  $t$  (C.R) = 9,230. These results prove that organizational learning has a positive and significant effect on employee motivation to learn at PT. Elang Perkasa Motor Padang. This means that increased organizational learning at the company has also increased the learning motivation of PT Elang Perkasa Motor employees.

The fourth hypothesis test result is positively marked,  $\beta = 0.023$  ( $p < 0.05$ ),  $t$  (C.R) = 5.631. These results prove that the climate for innovation has a positive and significant effect on the motivation to learn employees of PT Elang Perkasa Motor

Padang. This study is consistent with the findings of [13] that the motivation for learning innovation arises as a result of the interaction of individual factors with the context of work, with the most important factor being organizational culture. discovered.

The fifth hypothesis test result is positively marked,  $\beta = 0.000$  ( $p < 0.05$ ),  $t$  (C.R) = 4.246. This study supports the results of research conducted by [14] states that motivation to learn is an important driver for innovative behavior. The results of the sixth hypothesis test are positively marked,  $\beta = 0.000$ , ( $p < 0.05$ ),  $t$  (C.R) = 3.787. These results prove that the motivation to learn as a mediation between organizational learning and innovative behavior has a positive and significant effect on employees PT. Elang Perkasa Motor Padang.

The seventh hypothesis test result is positively marked,  $\beta = 0.033$  ( $p < 0.05$ ),  $t$  (C.R) = 3,570. These results prove that the motivation to learn as a mediation between organizational learning and innovative employee behavior has a positive and significant effect on employees PT. Elang Perkasa Motor Padang. This means that the influence of climate for innovation on innovative work behavior will increase if mediated by motivation to learn employees of PT Elang Perkasa Motor Padang. Therefore, learning motivation may refer to an employee's desire to acquire new knowledge and insights that inspire individuals to work creatively and innovatively.

## 6. CONCLUSION

Based at the consequences of evaluation and discussion, the consequences of this observe may be concluded that Organizational learning, motivation to analyze undoubtedly outcomes revolutionary paintings behavior. Meanwhile, the climate for innovation negatively effects the motivation of employees of PT. Elang Perkasa Motor Padang. This means that the climate for innovation has no effect on the innovative

behavior of PT. Elang Perkasa Motor Padang employees.

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